

[REDACTED]

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**From:** RJ Kirk [REDACTED]  
**Sent:** Thursday, June 21, 2012 4:20 PM  
**To:** Helen Dragas  
**Subject:** UVA's research standing

Helen,

As measured by research expenditure, the University's rank among major research universities has essentially remained static at around #70 overall and around #30 among public universities since 1999. These rankings are in stark contrast to our rankings in almost every category, including those that are normally associated with prowess in research. For example:

- Rank # in terms of number of faculty members of National Academy: #26 in 2006, trending downward to #35 by 2009;
- Endowment size: #18 overall (#4 among public universities);
- Annual giving: #23 in 2009 but having trended steadily downward as we were, for example, at # 18 in 2007;
- Faculty Awards: #34 in 2009, but trending downward from #16 in 2006;
- Doctorates Awarded: #50 in 2009 but trending downward from #35 in 2006

RJ

[REDACTED]

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**From:** RJ Kirk [REDACTED]  
**Sent:** Wednesday, June 20, 2012 8:46 PM  
**To:** Helen Dragas  
**Subject:** Regrets and a summary of our research standing

Sorry, Helen, but I have had precisely zero minutes today to devote to the project that you mention. If I had been able to get to it, I would have highlighted the simple disparity between our ranking in almost every other sphere and our rankings that are connected to research – there is a very significant gap. As of 2008 (and we seem to have slipped plenty since then, per Tom Skalak), we were #70 in research expenditures (Virginia Tech was #43). And 70% of our research is in connection with our medical school so where does that leave us otherwise? The whole picture is enormously incongruous. Our endowment size, annual giving, faculty awards, PhD's awarded, Postdocs obtained, SAT scores, graduate/professional mix vs. undergraduate, number of national merit scholarships, the fact that we have a medical school and our proximity to Washington, DC, all are factors that would suggest that we should be a research powerhouse. I leave aside that we were the first real university to offer engineering study, astronomy etc. and were at one time the largest university in the south and the second largest in the nation. I also leave aside our founder's vision because all of these factors would suggest that we ought to be at a much higher rank in total research expenditure (a handy way of measuring activity).

If one looks also at what high ticket donors want to sponsor (at least judging by the size of the gifts made at the research leaders), it is clear that we are leaving a lot of money on the table by not having high end research projects for people to sponsor.

I can try to find the time to dig into this again tomorrow if you like but I wanted to get the basic facts into your hands – which I am confident that you already knew. If ranked by nonmedical, federal expenditures (and by the way, our federal/other ratio is way out of line in favor of federal), I think that we may not break into even the top 100 today because we were #87 as of 2008 and recent trends do not appear to have been favorable.

RJ



[REDACTED]

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**From:** Skalak, Thomas (tcs4z) [tcs4z@eservices.virginia.edu]  
**Sent:** Wednesday, June 20, 2012 2:36 PM  
**To:** RJ Kirk  
**Cc:** tskalak@virginia.edu; Helen Dragas  
**Subject:** Re: UVa data you requested

RJ-

I am not sure. Let me review the data in the report you sent, to be sure. Different sources analyze data differently. Let us check and respond.

Tom

Thomas C. Skalak  
Vice President for Research  
University of Virginia

Professor of Biomedical Engineering  
434-243-8001 (Direct)  
434-243-8000 (Cheryl Wagner)  
[tskalak@virginia.edu](mailto:tskalak@virginia.edu)

On Jun 20, 2012, at 2:23 PM, "RJ Kirk" <[REDACTED]> wrote:

Thanks, Tom. So this would suggest a decline in rank by 5 places since 2008? I am comparing what you say below to the data presented here: <http://mup.asu.edu/research2010.pdf>.

Best,  
RJ

On Wed, Jun 20, 2012 at 1:17 PM, Skalak, Thomas (tcs4z) <[tcs4z@eservices.virginia.edu](mailto:tcs4z@eservices.virginia.edu)> wrote:  
RJ and Helen,

Below is the research funding data you requested.

UVa is 54th in total federal higher education R&D research expenditures and 31st among public institutions for 2010 (the latest date information is available)

\*\*SOURCE: National Science Foundation/National Center for Science and Engineering Statistics, Higher Education Research and Development Survey, FY 2010.

**UVa 2011 Sponsored Research Awards by School (% of total)**  
Medicine: \$193,820,537 (57.3%)

**From:** RJ Kirk [REDACTED]  
**Sent:** Wednesday, June 20, 2012 2:23 PM  
**To:** Skalak, Thomas (tcs4z)  
**Cc:** tskalak@virginia.edu; Helen Dragas  
**Subject:** Re: UVa data you requested

**Flag Status:** Flagged

Thanks, Tom. So this would suggest a decline in rank by 5 places since 2008? I am comparing what you say below to the data presented here: <http://mup.asu.edu/research2010.pdf>.

Best,  
RJ

On Wed, Jun 20, 2012 at 1:17 PM, Skalak, Thomas (tcs4z) <[tcs4z@eservices.virginia.edu](mailto:tcs4z@eservices.virginia.edu)> wrote:  
RJ and Helen,

Below is the research funding data you requested.

UVa is 54th in total federal higher education R&D research expenditures and 31st among public institutions for 2010 (the latest date information is available)

**\*\*SOURCE:** National Science Foundation/National Center for Science and Engineering Statistics, Higher Education Research and Development Survey, FY 2010.

**UVa 2011 Sponsored Research Awards by School (% of total)**


Medicine:	\$193,820,537 (57.3%)
Engineering	\$61,383,721 (18.1%)
College:	\$47,588,357 (14.1%)
Curry:	\$18,151,562 (5.4%)
Nursing:	\$3,136,452 (0.9%)
Cont. Ed:	\$1,078,701 (0.3%)
Law:	\$1,007,662 (0.3%)
Batten:	\$223,074 (0.06%)
Architecture:	\$187,009 (0.05%)
Darden:	\$301
McIntire:	\$0

University Total: \$338,478,432 (includes amounts from other non-school units)

**\*\* SOURCE:** UVa Sponsored Programs Office

Thank you.

Tom



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**From:** Helen Dragas  
**Sent:** Wednesday, June 20, 2012 9:17 AM  
**To:** Randal J. Kirk  
**Subject:** memo

President Sullivan's "strategy paper": [http://www.washingtonpost.com/r/2010-2019/WashingtonPost/2012/06/14/Education/Graphics/Strategy%20rev\[3\].pdf](http://www.washingtonpost.com/r/2010-2019/WashingtonPost/2012/06/14/Education/Graphics/Strategy%20rev[3].pdf)



[REDACTED]

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**From:** Helen Dragas  
**Sent:** Thursday, June 14, 2012 9:36 AM  
**To:** 'Jeffrey Walker'  
**Subject:** RE: your assistance is critical

Thank you.

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**From:** Jeffrey Walker [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Thursday, June 14, 2012 9:23 AM  
**To:** Helen Dragas  
**Subject:** Re: your assistance is critical

Thx. I will. Hang in there.

Jeffrey C. Walker  
646-472-9606

On Jun 14, 2012, at 8:53 AM, Helen Dragas <[REDACTED]> wrote:

Jeff,

The BOV could certainly use some informed voices to weigh in on this conversation, **and quickly**. John Nau is working on the messages we want to get across, but for now I've attached three articles that articulate the board's thinking on this matter, and in particular can help explain why we felt that urgent action was necessary to reverse a lack of action and vision at UVA. Your understanding of the issues and your familiarity with the donor community give you an opportunity to be an objective voice.

The New Yorker article speaks to the reasons we decided not to wait it out. The Chronicle article is the most substantive on the issue of threats to traditional institutions of higher education. I particularly like these quotes from it:

"Market dominance and a history of loyal customers delude the big company into complacency and a false sense of invincibility."

"Universities have been protected by the prestige of their brands and the lack of any real competition."

There comes a time when an institution is faced with the reality "of a 'strategic inflection point,' the critical moment when an organization confronts a huge change and must, virtually overnight, adapt or fail."

Perhaps you would write a piece that could be circulated to the COF members and trustee members of each foundation.

**Please call – thank you,**

Helen

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Thursday, June 14, 2012 7:26 AM  
**To:** ljs@virginia.edu  
**Subject:** RE: your assistance is critical

Time is of the essence – do you have a staffer who could assist if you make the decision to move forward today? It would be important for it to be someone you trust completely – the resistant forces of change are still lodged within the administration.

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**From:** [ljs@virginia.edu](mailto:ljs@virginia.edu) [<mailto:ljs@virginia.edu>]  
**Sent:** Thursday, June 14, 2012 7:15 AM  
**To:** Helen Dragas  
**Subject:** Re: your assistance is critical

Helen--I am in Baltimore, preparing to give a breakfast speech, and have DC appointments and TV for rest of day. Will read these articles when I can and will get back to you with my decision.

Thanks,  
Larry  
Sent from my Verizon Wireless BlackBerry

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**From:** Helen Dragas <[REDACTED]>  
**Date:** Thu, 14 Jun 2012 10:51:56 +0000  
**To:** [ljs@virginia.edu](mailto:ljs@virginia.edu)<[ljs@virginia.edu](mailto:ljs@virginia.edu)>  
**Subject:** your assistance is critical

Larry,

The BOV could certainly use some informed voices to weigh in on this conversation, **and quickly**.

I've attached three articles that articulate the board's thinking on this matter, and in particular can help explain why we felt that urgent action was necessary to reverse a lack of action and vision at UVA. Your understanding of the issues, based on our conversations on Sunday, and your high visibility, and your long view based on so many years of service, make you the ideal candidate for this.

The New Yorker article speaks to the reasons we decided not to wait it out. The Chronicle article is the most substantive on the issue of threats to traditional institutions of higher education. I particularly like these quotes from it:

"Market dominance and a history of loyal customers delude the big company into complacency and a false sense of invincibility."

"Universities have been protected by the prestige of their brands and the lack of any real competition."

There comes a time when an institution is faced with the reality "of a 'strategic inflection point,' the critical moment when an organization confronts a huge change and must, virtually overnight, adapt or fail."

Would you please write an op-ed for the Post or the NYT? Perhaps you have a better idea of where it should be placed. I feel this needs to be done immediately.



[REDACTED]

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**From:** Rinker, Debra (dr6n) [dr6n@eservices.virginia.edu]  
**Sent:** Wednesday, June 13, 2012 1:02 PM  
**To:** Helen Dragas  
**Subject:** BOV Retreat - July 13-14, 2012

Helen:

I forgot to add in my previous e-mail that we have found working space in Pavilion VIII for you, Mark, and John Nau.

Debbie

Debbie Rinker  
Clerk of the Board of Visitors  
University of Virginia  
Post Office Box 400222  
Charlottesville VA 22904-4222  
Phone: 434-924-7081  
Fax: 434-924-1364

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**From:** Rinker, Debra (dr6n)  
**Sent:** Wednesday, June 13, 2012 12:39 PM  
**To:** 'Helen Dragas'  
**Subject:** RE: BOV Retreat - July 13-14, 2012

Helen:

I contacted Dean Bruner and after thinking about it for a little bit, he said he would have to respectfully decline having it at Darden. He also said to let you know that it was very thoughtful of you to ask. I have contacted the Boars Head Inn and they said they could accommodate our group but we may not be able to have it in the Executive Board Room at the Pavilion (which is the nice location we used for the Presidential Search meetings). They will call me back tomorrow to let me know for sure. I am not really sure how many people we will have in the actual meetings so I am unclear as to how many people to plan for in that room. Do you believe it will just be the Board members or will we have others as well? When we were discussing space, I wasn't sure whether we would need conference space for 20 or as many as say 40? Another thought, is that we could have it at Morven. We could use the Fun Barn for the meeting and have a nice dinner in the main house. We could provide bus transportation to and from the BHI to Morven each day.

Please let me know your thoughts – I am more than happy to proceed however you wish.

Thanks,  
Debbie

Debbie Rinker  
Clerk of the Board of Visitors  
University of Virginia  
Post Office Box 400222  
Charlottesville VA 22904-4222  
Phone: 434-924-7081  
Fax: 434-924-1364



[REDACTED]

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**From:** Helen Dragas  
**Sent:** Wednesday, June 13, 2012 9:44 AM  
**To:** 'Harris, Susan (sgh4c)'  
**Subject:** RE: space to work

Maybe we need two spaces – there's a chance three or four of us could be working at the same time.

---

**From:** Harris, Susan (sgh4c) [<mailto:sgh4c@eservices.virginia.edu>]  
**Sent:** Wednesday, June 13, 2012 9:33 AM  
**To:** Helen Dragas  
**Cc:** Rivers, Nancy (nan9k); Rinker, Debra (dr6n); Forch, Paul (pjf8t)  
**Subject:** RE: space to work

Helen,

Will you be here at different times or working on personal business? As you know, more than two members conducting University business is a Board meeting, whether it is a formal meeting or an informal assemblage.

We will find a space for Board members to work—that is not a problem.

Susan

---

**From:** Helen Dragas [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Wednesday, June 13, 2012 9:22 AM  
**To:** Harris, Susan (sgh4c)  
**Cc:** Rivers, Nancy (nan9k)  
**Subject:** space to work

Susan,

Could you locate space for some of us from the BOV to work over the next few days? I'm expecting John Nau, Mark Kington, and perhaps others to be in and out between now and Monday.

A conference room in Madison Hall would be perfect – upper or lower doesn't matter. We will need internet access as well.

Thank you, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies  
4538 Bonney Road  
Virginia Beach, VA 23462  
(757) 490-0161

[REDACTED]  
[www.dragas.com](http://www.dragas.com)

[REDACTED]

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**From:** Koch, James V. [REDACTED]  
**Sent:** Tuesday, June 12, 2012 3:30 PM  
**To:** Helen Dragas  
**Cc:** [REDACTED]  
**Subject:** Letter to Editor at the VP (Copy)

Dear Editor:

I do not claim to know all of the facts surrounding the recent resignation of UVA President Teresa Sullivan. What I can say, however, is that one of the foremost duties of any organization's board is to ensure that their organization is prepared to deal effectively with the future.

Over the past year, a series of mostly critical assessments of American higher education have appeared and these reports have made it clear that legislators, donors, students and citizens no longer want to accept "more of the same."

No one can doubt that the winds of change are blowing in the academy when Stanford and M.I.T. partner together to offer free on-line university courses and 160,000 students world-wide already have registered for a single Stanford course. This may not be the way UVA should travel, but the UVA Board of Visitors deserves our support, not our criticism, for insisting that this fine university articulate a sound and understandable vision for the future. Their determination on this matter is the mark of a responsible governance board.

James V. Koch

Board of Visitors Professor of Economics  
and President Emeritus

James V. Koch  
Board of Visitors Professor of Economics  
and President Emeritus  
Department of Economics  
Old Dominion University  
Norfolk, VA 23529  
757-683-3458 (O)  
[REDACTED]

[REDACTED]

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**From:** Caputo, A. MacDonald [REDACTED]  
**Sent:** Tuesday, June 12, 2012 3:04 PM  
**To:** Helen Dragas  
**Subject:** RE: your message

Helen:

Understand completely how extraordinarily busy you must be now. Will catch up when the dust settles.

Many thanks,

Mac

---

**From:** Helen Dragas [REDACTED]  
**Sent:** Monday, June 11, 2012 9:40 PM  
**To:** Caputo, A. MacDonald (IED)  
**Subject:** your message

Mac,

I'm sorry I wasn't able to return your call today. As you might imagine, I've been inundated with media issues, emails, etc.

The UVA press office is overwhelmed – we are bringing in reinforcements. Feel free to call me tomorrow.

Thanks, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies  
4538 Bonney Road  
Virginia Beach, VA 23462  
(757) 490-0161  
[REDACTED]

[www.dragas.com](http://www.dragas.com)

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[REDACTED]

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**From:** Helen Dragas  
**Sent:** Tuesday, June 12, 2012 1:24 PM  
**To:** Hillary Hurd  
**Subject:** RE: blogs

I'll be on a plane until about 9:30 or 10, but if you leave me a message I will call you back as soon as I am able. Thanks.

---

**From:** Hillary Hurd [<mailto:hah9ny@virginia.edu>]  
**Sent:** Tuesday, June 12, 2012 12:57 PM  
**To:** Helen Dragas  
**Subject:** Re: blogs

Yes - I'll call you later tonight if you're free.

On Tue, Jun 12, 2012 at 1:02 PM, Helen Dragas <[REDACTED]> wrote:

Hillary,

Do you know of students on grounds who might be willing to assist with a communications effort by engaging constructively in the blogs as guided by a communications consultant?

Thanks, Helen

[REDACTED]

---

**From:** Koch, James V. [REDACTED]  
**Sent:** Tuesday, June 12, 2012 10:50 AM  
**To:** Helen Dragas  
**Cc:** [REDACTED]  
**Subject:** Courageous

Dear Helen:

I don't pretend to know the facts at UVA, but I must say that I admire your courage.

One of the very most important things productive boards must do for their organizations is to ensure that the organizations are preparing for the future. Perhaps more individuals at UVA (and here at ODU) should read and take seriously the critiques of higher education that are gaining increasing attention nationally. There is change in the air and I suspect that quite a few traditional assumptions about higher education are about to be altered, whether or not specific campuses are ready.

Let me know if I can be of assistance.

JVK

James V. Koch  
Board of Visitors Professor of Economics  
and President Emeritus  
Department of Economics  
Old Dominion University  
Norfolk, VA 23529  
757-683-3458 (O)  
[REDACTED]

[REDACTED]

---

**From:** Jeffrey Walker [REDACTED]  
**Sent:** Monday, June 11, 2012 5:26 PM  
**To:** Helen Dragas  
**Cc:** Gordon F Rainey  
**Subject:** Fwd: This Episode

Thx for doing the call today.

I agree with Bill (see his comments below). A strategy should be jointly owned by the President and their team, the BOV and the alums. All shld feel part of the process with a President leading the effort.

Thanks you again.

Jeff

Jeffrey C. Walker  
15 Central Park West, Apt. 14D  
New York, NY 10023  
646-472-9606  
[REDACTED]

Begin forwarded message:

**From:** Bill Fryer <[REDACTED]>  
**Date:** June 11, 2012 5:12:51 PM EDT  
**To:** '[REDACTED]>  
**Subject:** FW: This Episode

Jeff,

For your information. Not a good couple of days for the PR department of the U. Any influence you can exert to upgrade their crisis management communication apparatus would help contain damage that will otherwise ensue.

Also, at least for other non-profit educational institution boards on which I have served (and for profit, for that matter), a strategic planning process of a fundamental variety (and this certainly qualifies) engages the board. I was surprised to hear Mark say that governance dictates that the BOV "receive" a vision. If I heard you correctly, it sounded like you were urging broader engagement. Exactly right. Please let me know how I can help.



I take comfort that you are at the helm of the COF as we navigate through this seismic event.

Best,

Bill Fryer

William B. Fryer  
Iron Tree Capital LLC  
Suite 750  
999 Peachtree Street  
Atlanta, Georgia 30309

Email: [REDACTED]  
Telephone: 404 891-1241  
Cell: [REDACTED]

---

**From:** Bill Fryer  
**Sent:** Monday, June 11, 2012 5:01 PM  
**To:** [REDACTED]  
**Subject:** This Episode

Gordon,

While I know you are no longer on the BOV, we at the Law School will continue to act as if you were.

I was stunned to hear Helen say on the call that she hoped that the noise would die down in a day or two and that they were shooting for the end of the week to get some further communication out. She was urged otherwise on the call, but it appears that the BOV has no appreciation of how these kinds

[REDACTED]

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**From:** Gerald Cooper [REDACTED]  
**Sent:** Monday, June 11, 2012 2:18 PM  
**To:** Helen Dragas  
**Subject:** for the sake of the University

Dear Helen Dragas,

I just wrote the following to your predecessor as Rector, and I want to share it with you:

Dubby,

Someone who has over 25 years experience as a university president just called and suggested that the UVa situation might be negotiated if both sides would give a little, and maybe a better solution could be reached. I hope you're in a position as former rector to get people talking--for the sake of the University.

Gerry

I hope that you and Dubby will be able to get together and find a solution that's best for the future of the University. I have observed UVa for well over 50 years (see below), and it requires "special handling" from time to time. I hope your leadership can be flexible like that. It will pay off down the road.

Gerry Cooper

[View this message in context](#).  
Reply here: [mailto:geraldcooper@uvva.edu](#)  
Unsubscribe: [mailto:geraldcooper@uvva.edu](#)

[REDACTED]

---

**From:** Rainey, Gordon [REDACTED]  
**Sent:** Sunday, June 10, 2012 8:51 PM  
**To:** Helen Dragas  
**Subject:** Fw: University of Virginia president to step down - The Washington Post

Fyi

----- Original Message -----

**From:** James W. Todd [REDACTED]  
**Sent:** Sunday, June 10, 2012 06:13 PM  
**To:** Rainey, Gordon  
**Subject:** University of Virginia president to step down - The Washington Post

Gordon,

If you have not read this Post article, please do so before our call Monday.

I am getting calls from others asking what is behind this. We re-staffed the top leadership and then dismiss the president with a public statement that one of my callers said "doesn't tell us anything".

The way the BOV handled this is leaving the impression that there is a serious problem at the University.

We need some transparency on this. Channel 4 in Washington is leading off with this right now.

Clearly we need an answer tomorrow for our donors.

I believe the way the BOV released this is damaging to completing this campaign.

Talk to you at 4.

Jim

[http://www.washingtonpost.com/local/education/university-of-virginia-president-to-step-down/2012/06/10/gJQAKQDYSV\\_story\\_1.html](http://www.washingtonpost.com/local/education/university-of-virginia-president-to-step-down/2012/06/10/gJQAKQDYSV_story_1.html)

Sent from my Verizon Wireless BlackBerry






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**From:** Helen Dragas  
**Sent:** Sunday, June 10, 2012 8:38 AM  
**To:** W. Heywood Fralin  
**Subject:** dubby

Mark and I spoke with Dubby this morning and I conveyed to him by email afterwards (he got off the phone pretty quickly) your unease over the silence of the board and told him that I bear responsibility for it. Helen



---


**From:** Helen Dragas  
**Sent:** Sunday, June 10, 2012 8:36 AM  
**To:** John O. Wynne (Dubby)  
**Subject:** Heywood

Dubby,

I know Heywood is anxious to talk to you about this matter. I had asked that the board not discuss it until we were firmly resolved one way or the other. It unfolded very quickly, but I want you to know that I bear responsibility for the silence of the board. While I know this situation probably causes you great unease, I acted according to what in my judgment is in the very best long-term interests of the University.

Again, I welcome a future opportunity to discuss it with you in more detail.

Helen



---

**From:** Helen Dragas  
**Sent:** Saturday, June 09, 2012 8:59 AM  
**To:** W. Heywood Fralin  
**Subject:** The other conversation

Heywood – Based on how things went yesterday, Mark and I agreed that it's best to wait until we have an answer before calling our former colleague. That should be by 5 pm today. I'll keep in touch and let you know how things go. Helen



[REDACTED]

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**From:** Helen Dragas  
**Sent:** Friday, June 08, 2012 10:49 AM  
**To:** Sullivan, Teresa (tas6n)  
**Subject:** Re: tomorrow

Sure - thank you.

On Jun 8, 2012, at 10:32 AM, "Sullivan, Teresa (tas6n)" <[REDACTED]> wrote:

My office OK?

---

**From:** Helen Dragas [REDACTED]  
**Sent:** Friday, June 08, 2012 09:18 AM  
**To:** Sullivan, Teresa (tas6n)  
**Subject:** RE: tomorrow

Terry – 5 pm works for us – no need to prepare anything special. See you then. Thank you, Helen

---

**From:** Sullivan, Teresa (tas6n) [<mailto:tas6n@eservices.virginia.edu>]  
**Sent:** Friday, June 08, 2012 7:02 AM  
**To:** Helen Dragas  
**Cc:** Teresa A. Sullivan ([President.Sullivan@virginia.edu](mailto:President.Sullivan@virginia.edu)); Mark Kington  
**Subject:** Re: tomorrow

I will be in a retreat with the vice presidents at Morven until 4. I can be back on Grounds by 5, and I am available the rest of the day today.

Is there anything you would like me to prepare?

Sent from my iPad

On Jun 7, 2012, at 9:06 PM, "Helen Dragas" <[REDACTED]> wrote:

Terry,

Mark and I will both be in Charlottesville tomorrow afternoon and would appreciate a meeting with you. Are you free sometime after 3 pm?

Thank you, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies  
4538 Bonney Road  
Virginia Beach, VA 23462  
(757) 490-0161  
[REDACTED]

[www.dragas.com](http://www.dragas.com)

[REDACTED]

---

**From:** Helen Dragas  
**Sent:** Monday, June 04, 2012 3:30 PM  
**To:** 'Caputo, A. MacDonald'  
**Subject:** RE: meeting

**Flag Status:** Flagged

Will do. Thank you.

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**From:** Caputo, A. MacDonald [REDACTED]  
**Sent:** Monday, June 04, 2012 3:25 PM  
**To:** Helen Dragas  
**Subject:** RE: meeting

Thanks Helen. I can make myself available almost any time you say next week. Just let me know.

Good luck.

Mac

---

**From:** Helen Dragas [REDACTED]  
**Sent:** Monday, June 04, 2012 3:21 PM  
**To:** Caputo, A. MacDonald (IED)  
**Subject:** RE: meeting

Yes, listening by phone is fine for an emergency meeting. There's also the possibility that the date will change if things take a different turn on Friday. We could notice a meeting on Friday or Saturday, setting up a Tuesday or Wednesday meeting. Perhaps you could just let me know your availability after Monday so I can take that into account? Thank you, Helen

---

**From:** Caputo, A. MacDonald [REDACTED]  
**Sent:** Monday, June 04, 2012 3:00 PM  
**To:** Helen Dragas  
**Subject:** RE: meeting

Helen:

I completely agree that you should proceed ahead with the meeting even if I cannot be there physically.

Would it be alright to listen in by phone, not participate and obviously not vote? I would love to hear the conversation even though I cannot get involved. Is this okay by you?

Many thanks,

Mac

---

[REDACTED]

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Sunday, June 03, 2012 8:52 PM  
**To:** Key, Glynn D (GE Power & Water)  
**Subject:** Re: NYTimes.com: California Cuts Threaten the Status of Universities

Your very kind words mean a lot to me, Glynn. I will call you tomorrow to update you on a proposed schedule for the matter we discussed and get your thoughts on communications. I look forward to catching up. Hope you had a good weekend. Helen

On Jun 3, 2012, at 8:15 PM, "Key, Glynn D (GE Power & Water)"  
<[REDACTED]> wrote:

> Helen  
>  
> I agree with your assessment.  
>  
> I am really proud that someone of your intelligence, insight and  
commitment to UVA values is the Rector.  
>  
> You have and will continue to make important contributions to the  
University.  
>  
> Thanks!  
> Glynn  
>  
> Glynn D. Key  
> -----  
> Sent from my BlackBerry Wireless Handheld  
>  
>  
> ----- Original Message -----  
> From: Helen Dragas [REDACTED]  
> Sent: Sunday, June 03, 2012 08:03 AM  
> To: Key, Glynn D (GE Power & Water)  
> Subject: RE: NYTimes.com: California Cuts Threaten the Status of  
Universities  
>  
> Thanks, Glynn. Troublesome future - we must fortify our development  
> and  
legislative leadership.  
>  
>  
> -----Original Message-----  
> From: Key, Glynn D (GE Power & Water) [REDACTED]  
> Sent: Saturday, June 02, 2012 8:17 PM  
> To: Helen Dragas  
> Subject: Fwd: NYTimes.com: California Cuts Threaten the Status of  
Universities  
>  
> Helen  
>  
> I wanted to make sure that you saw this article.  
>  
> Thanks



[REDACTED]

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**From:** Helen Dragas  
**Sent:** Thursday, May 31, 2012 4:00 PM  
**To:** 'Marvin Gilliam'  
**Subject:** RE: Interesting Op-Ed piece

Things are going well so far – some surprise, but no real disagreement over the core issues. I'll keep you posted. Have a fun evening – please give my best to the folks from Wise, to Hunter, and as always to Marcia. Thank you for your support. Helen

---

**From:** Marvin Gilliam [REDACTED]  
**Sent:** Thursday, May 31, 2012 1:35 PM  
**To:** Helen Dragas  
**Subject:** RE: Interesting Op-Ed piece

Thanks for the article; this type of instruction will undoubtedly become a major component of higher education in the future. The key is getting our foot in the door while it is in its early stages and trying to discover answers to some of the questions that Stanford, Harvard and MIT are still grappling with about how to make this a workable program from a financial perspective. The whole model of a modern education and the University experience is about to undergo major changes.

We are in Abingdon and headed to Charlottesville in a couple of hours and still plan to return to HHI tomorrow through Monday morning. Please keep me updated on your conversations with others and what consensus or conflict may be emerging. You can always try my cell and if I have a reception problem I can get back to you on a landline. Thanks.



**From:** Edmund P. Russell [epr5d@virginia.edu]  
**Sent:** Monday, May 28, 2012 1:05 PM  
**To:** Helen Dragas; tas6n@Virginia.EDU  
**Subject:** RE: new symbols for a new era

**Flag Status:** Flagged

Dear Rector Dragas,

Thank you for your kind and thoughtful reply. I am delighted to hear that you will take this matter up with the Board of Visitors. All best wishes for your tenure as rector.

Sincerely,  
Ed Russell

At 9:10 AM +0000 5/26/12, Helen Dragas wrote:

>Dear Dr. Russell,  
>

>Thank you for sharing your observations about Final Exercises, and for  
>embracing the changes in gender representation that were indeed visible  
>on Sunday. While serving the University, I am made acutely aware of the  
>pulls between transparency and secrecy, tradition and revolution,  
>symbol and substance, so I'm pleased to hear that you, too, are engaged  
>by this tension. These dynamics challenge all higher ed institutions,  
>but especially one like Virginia whose history stands almost as its own  
>organism.

>  
>Seeing that you have shared your email with President Sullivan, I am  
>including her in my response, signaling that we can include this topic  
>in our dialogue with the Board of Visitors. I appreciate your  
>considered opinion and your taking the time to express it. I hope that  
>our paths may soon cross.

>  
>  
>Regards,  
>Helen Dragas  
>

>-----Original Message-----

>From: Edmund P. Russell [mailto:epr5d@virginia.edu]  
>Sent: Thursday, May 24, 2012 10:10 AM  
>To: Helen Dragas; tas6n@Virginia.EDU  
>Subject: new symbols for a new era  
>

>Dear Rector Dragas and President Sullivan,

>  
>UVa has entered a welcome new era, and you exemplified it last Sunday.  
>On the stage at the Lawn ceremony were women, African-Americans, and  
>Asian-Americans in the roles of rector, president, marshal, dean, board  
>members, and commencement speaker.  
>The symbolism was exciting: it said that UVa is a welcoming,  
>inclusive, forward looking institution serving as an engine of  
>opportunity and advancement for all.

>  
>If I were picking three things I, as a professor, am most proud of at

[REDACTED]

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**From:** RJ Kirk [REDACTED]  
**Sent:** Tuesday, May 22, 2012 9:40 PM  
**To:** Helen Dragas  
**Subject:** Re: Today

**Flag Status:** Flagged

Thanks, Helen. I had discussed the program pretty thoroughly with Tom Skalak so hopefully he was proposing bold and innovative ideas. The main thing I am seeing in our own dealings with leading research universities now is that they increasingly think and behave like profit-seeking companies. We have one deal in which the university is partnering with us on a fixed percentage of our ultimate outcome but another in which the university wants to be in charge of all that (they reckon their IP to be especially valuable in this case) and so is asking us to take the back seat. In any event, the days in which a university simply lobbed its patents into a catalog and hoped that its bureaucrats could hive it off under favorable terms is over. Not that that ever worked anyway.

I shall look forward to catching up.

Best,  
RJ

Sent from my iPad

On May 22, 2012, at 9:26 PM, "Helen Dragas" <HDragas@dragas.com> wrote:

> RJ - thanks for the note. I didn't get it until after the appointed  
> time  
of your committee meeting, so I'm glad to hear you aren't a crash victim, which is what I was imagining.  
>  
> We missed you today but we managed to have a somewhat productive  
committee meeting once we got past the show and tell and onto a more macro level. I'll touch base to catch you up on UVA goings-on soon.  
> Take care, Helen  
>  
> -----Original Message-----  
> From: RJ Kirk [mailto:[REDACTED]]  
> Sent: Tuesday, May 22, 2012 8:43 AM  
> To: Helen Dragas  
> Subject: Today  
>  
> Madame Rector,  
>  
> Florida ATC is shut down and we have no idea when we may take off so I  
am scrubbing today's travel plans. Sorry that I shall be unable to attend.  
>  
> Best,  
> RJ  
>  
>  
> Sent from my iPad

[REDACTED]

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**From:** Helen Dragas  
**Sent:** Tuesday, May 01, 2012 8:53 PM  
**To:** 'Sullivan, Teresa (tas6n)'  
**Subject:** this week

Terry,

I enjoyed seeing you last week and hope the rest of your travels were enjoyable and productive. The Virginia Beach 'Hoos loved having you, Gordon, and Sean in town, and we look forward to your next visit in July.

I'm coming to town on Thursday and Friday of this week – perhaps I could join you in person for our call with Mark at 3:00 pm on Thursday if you are in town? If not, we can certainly do it by phone. I'd really like the opportunity to read your academic direction paper before then if possible – I think you said you'd have it complete this week. Please let me know.

John asked to meet with me as well, and I'll be talking to L.F. Payne re: the UVA foundation and also to Michael re: various hospital and financial matters.

Thank you, Helen

Helen E. Dragas  
Chief Executive Officer  
The Dragas Companies  
4538 Bonney Road  
Virginia Beach, VA 23462  
(757) 490-0161  
[REDACTED]

[www.dragas.com](http://www.dragas.com)